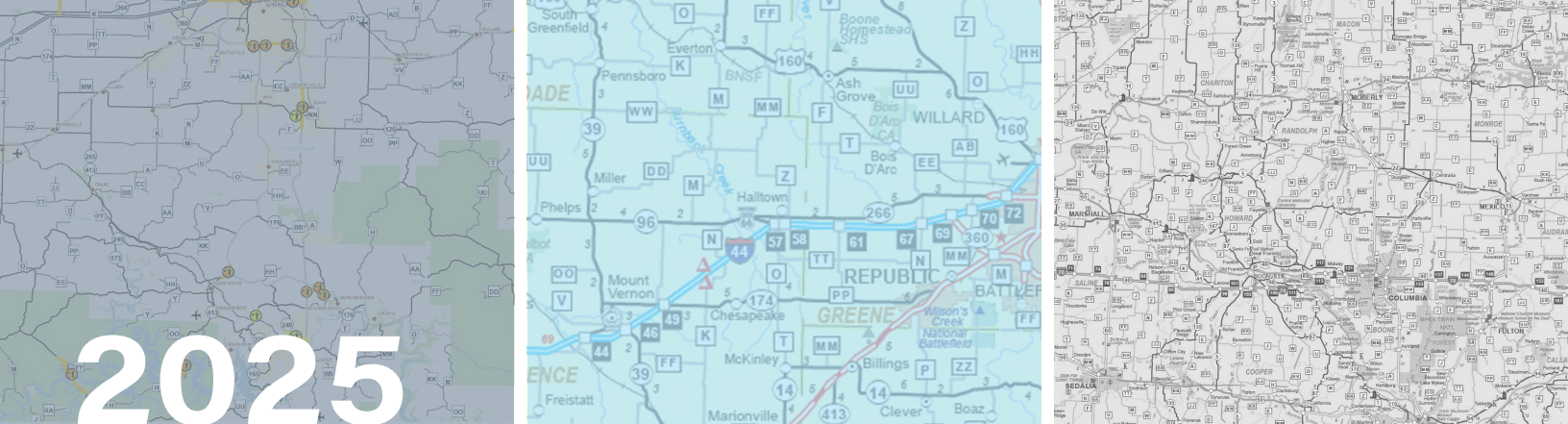




Citizen's Guide to **TRANSPORTATION FUNDING** IN MISSOURI



Missouri Department of Transportation



www.modot.org

MEET MoDOT



Missouri Highways and Transportation Commission

The Missouri Highways and Transportation Commission is a six-member board that governs the Missouri Department of Transportation. Commission members are appointed for six-year terms by the governor and are confirmed by the Missouri Senate. No more than three commission members may be of the same political party. The commission appoints the MoDOT director and the secretary to the commission. The director is responsible for appointing or hiring all other employees.

Warren K. Erdman, Kansas City
Chair

W. Dustin Boatwright,
Cape Girardeau
Vice Chair

Gregg Smith, Clinton
Commissioner

Daniel Hegeman, Cosby
Commissioner

Francis Slay, St. Louis
Commissioner

Ann Marie Baker, Springfield
Commissioner

Jennifer Jorgensen
Commission Secretary

SAFETY

SERVICE

STABILITY

MoDOT Leadership

Ed Hassinger
Director

Becky Allmeroth
Chief Safety and
Operations Officer

Eric Schroeter
Deputy Director
and Chief Engineer

Brenda Morris
Chief Financial Officer

Mark Croarkin
Asst. Chief Engineer

Lester Woods
Chief Administrative Officer

Terri Parker
Chief Counsel

Committed to Transportation

Our mission is to provide a world-class transportation system that is safe, innovative, reliable and dedicated to serving customers for a prosperous Missouri.

MoDOT designs, builds and maintains roads and bridges and works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The agency also administers motor carrier and highway safety programs.

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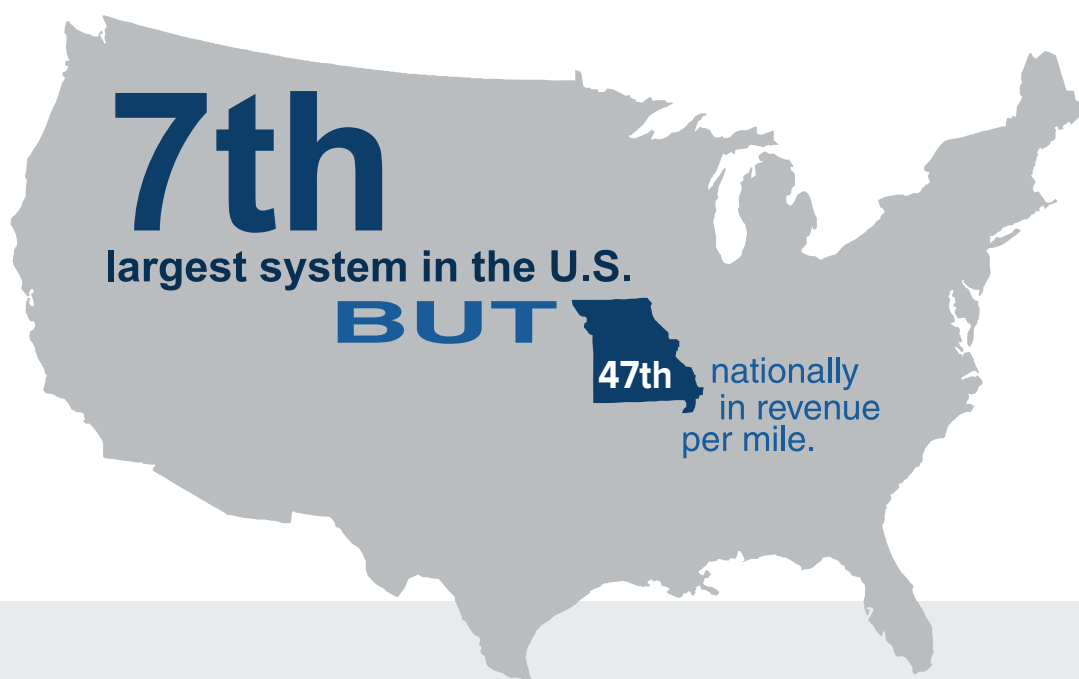
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www.modot.org/guidetotransportation

How Transportation Funding Works

The citizens of the state of Missouri own a tremendous asset – the state transportation system.

Missouri's transportation system is a tremendous asset. Built by our parents and grandparents and funded by \$64 billion in user fees (it has a \$171 billion replacement value today), it is the nation's seventh largest state highway system – a system that is larger than neighboring states Kansas and Illinois combined. Through the combined efforts of MoDOT and its construction partners, \$1.8 billion of net assets was added to the system value in 2025. Missouri's transportation system plays a vital part in the lives of its citizens. It is counted on to safely and reliably connect people with family, jobs and services, businesses with suppliers and customers, students with schools and visitors with destinations.



How Transportation Funding WORKS

The Citizen's Guide to Transportation Funding in Missouri will further explain how transportation funding works, including how funds are distributed and invested across the state, and provide information on high-priority unfunded needs.

The primary sources of revenue provided to the Missouri Department of Transportation (MoDOT) to manage this system are user fees: fuel taxes, registration and licensing fees and motor vehicle sales taxes.

In May of 2021, the Missouri General Assembly passed Senate Bill 262, raising Missouri's motor fuel tax by 2.5-cents per gallon per year over five years, totaling 12.5 cents when fully implemented in July 2025.

The average Missouri driver pays about \$37 per month in state and federal fuel taxes and fees. This amount does not include initial estimates of motor vehicle fees and federal general revenue transfers for transportation. After distributions to other entities that are required by law, and payment of debt, MoDOT receives 55% of these funds to design, build, operate and maintain the system.

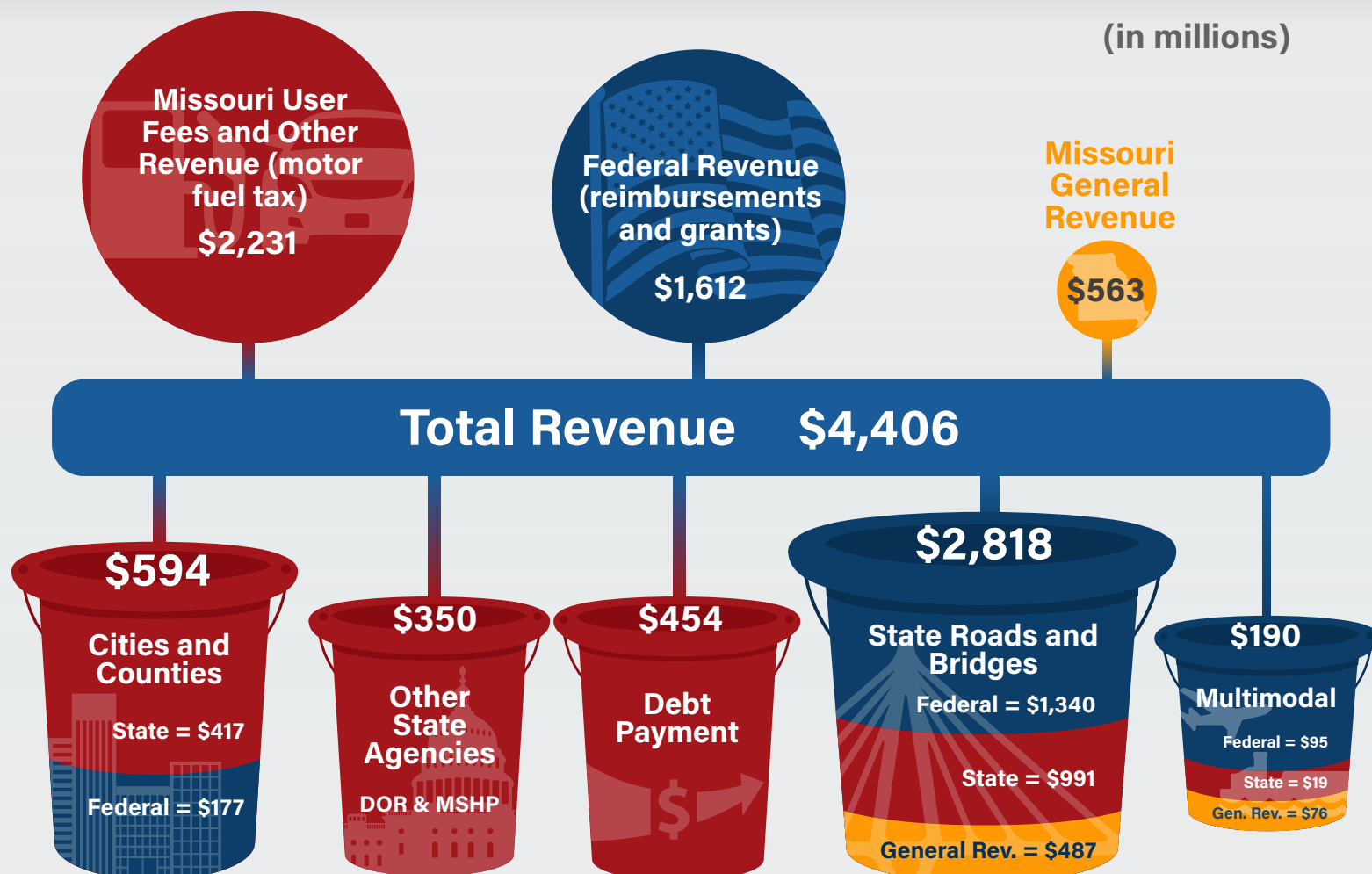
When compared to other states, MoDOT ranks 47th in the nation in revenue per mile, up from 48th in 2024, which leads to significant unfunded transportation needs across Missouri.

OVERVIEW

Missouri Transportation Funding - Overview

Missouri's transportation revenue totaled over \$4.4 billion in fiscal year 2025. As shown below, 51% of total revenue came from state user fees, 37% from federal revenue and 12% came from Missouri's General Revenue Fund, which receives revenue from the state income tax and the state's general sales tax.

The \$4.4 billion of revenue is distributed into five "buckets" for various transportation purposes as determined by state and federal laws. Each bucket has a unique blend of state and federal revenue, as depicted by the red, blue and gold colors. The following pages provide a detailed look into each revenue source and funding bucket.



Transportation Funding IN MISSOURI

How Transportation is Funded in Missouri

The state transportation system is funded from four sources:

- Missouri User Fees and Other Revenue
- Federal Revenue
- Missouri General Revenue
- Bond Proceeds

It is important to note that Missouri's tax per gallon is collected whether the price at the pump is \$1.99 or \$3.99.

Each year, about four billion gallons of fuel are sold – three billion gasoline and one billion diesel. The July 2021 enactment of the additional 12.5 cents of state motor fuel tax will gradually increase the tax per gallon by 2.5 cents per year starting in Oct. 2021 and every July 1 through 2025. As of July 1, 2025, the Missouri tax per gallon is 29.5 cents.

Missouri User Fees and Other Revenue

\$2,231 million

Missouri user fees are paid by the users of the transportation system and are dedicated for transportation use in the state¹. They include fuel taxes, registration and licensing fees and motor vehicle sales taxes.

The largest source of revenue from Missouri user fees is the state fuel tax. The state fuel tax rate for FY 2025 of 27.0 cents is paid for each gallon of gasoline and diesel fuel sold in Missouri.

¹ Missouri Constitution – Article IV, Section 30(b)

Transportation Funding IN MISSOURI

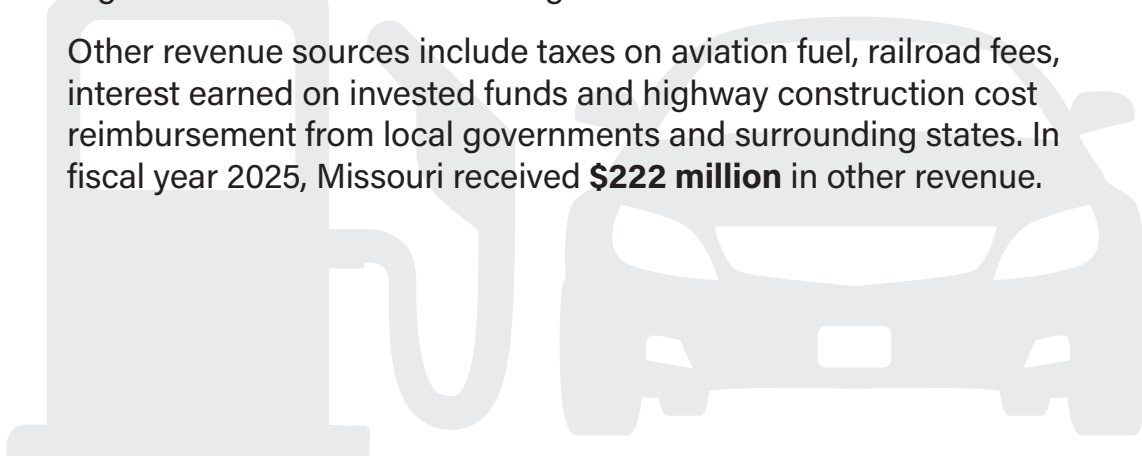
For Missourians who purchase or lease a vehicle, a 4.225% state sales tax is paid. State and local transportation receives revenue from 3.5% of the 4.225% state rate, which totaled **\$562 million** in fiscal year 2025. Revenue from the remaining 0.725% is dedicated to the School District Trust Fund, Department of Conservation and the Department of Natural Resources.

Missouri drivers also pay vehicle registration and driver's licensing fees. The fee amounts vary based on vehicle horsepower for passenger cars, vehicle weight for trucks and class of driver's license. Most of these fees were last increased in 1984, while some were last increased in 1969. In fiscal year 2025, Missourians paid **\$353 million** of vehicle registration and driver's licensing fees.

Other revenue sources include taxes on aviation fuel, railroad fees, interest earned on invested funds and highway construction cost reimbursement from local governments and surrounding states. In fiscal year 2025, Missouri received **\$222 million** in other revenue.

In FY 2025, Missourians Paid:

- **\$1,094 million** in state fuel taxes,
- **\$562 million** in taxes on vehicle sales and
- **\$353 million** in vehicle registration and license fees.





A significant amount of transportation funding comes from the federal government. Federal funding is generated by the federal fuel tax – 18.4 cents per gallon for gasoline and 24.4 cents per gallon for diesel. Other sources include various taxes on tires, heavy truck and trailer sales, heavy vehicle use tax and general revenue. These revenues are made available to the states based on formulas prescribed by federal law through transportation funding acts. In November 2021, the federal transportation bill, called the Infrastructure Investment in Jobs Act (IIJA), was authorized, increasing federal funding to Missouri approximately 25% for five years.

The majority of federal revenue is dedicated to pay for a share of eligible highway improvement costs. The federal share for the eligible costs is typically 80%, with the state or local government providing a 20% match. The amount of federal funding available is fixed, so some eligible costs may not receive federal reimbursement.

“The federal share for the eligible costs is typically **80%**, with the state or local government providing a **20% match**.”

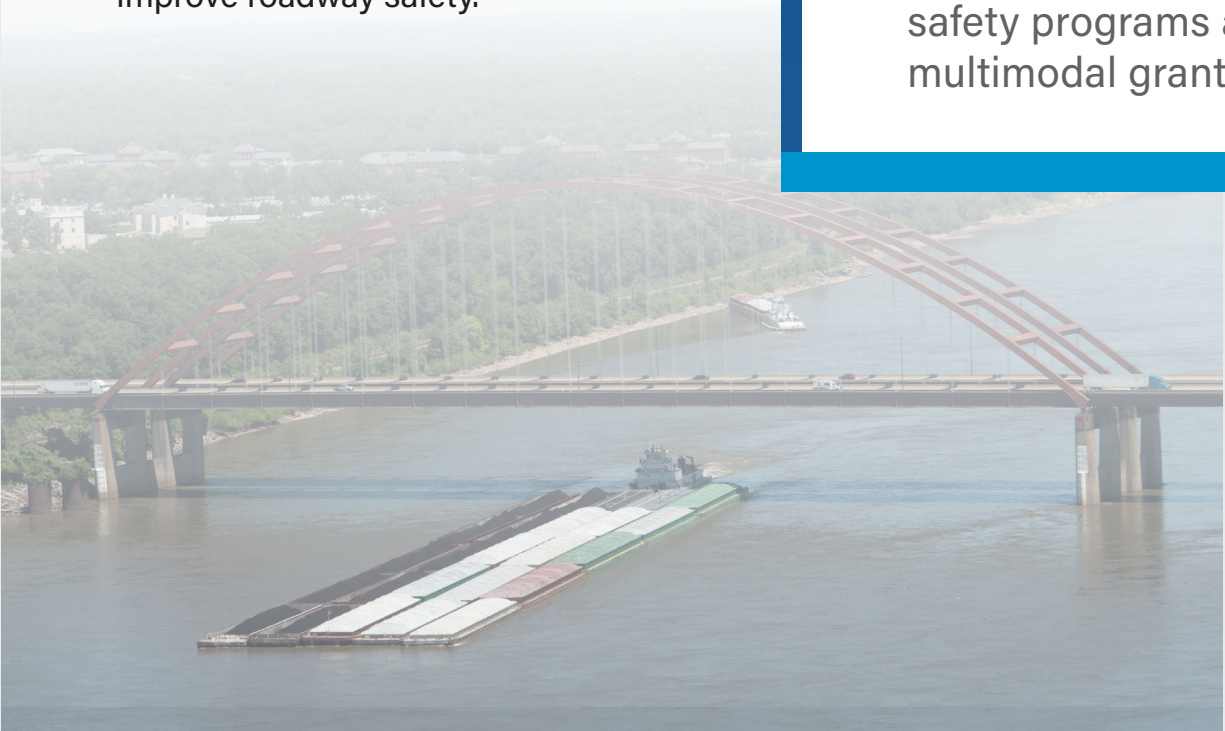
Transportation Funding IN MISSOURI

Many operational costs for transportation, such as plowing snow and mowing right of way, are not eligible for federal reimbursement. In fiscal year 2025, Missouri received **\$1,312 million** of federal reimbursement for state highway improvements and **\$177 million** for cities and counties.

This revenue source also includes federal funding for multimodal grants totaling **\$95 million** in 2025. Aviation (\$49 million), transit (\$44 million) and rail (\$2 million) all receive federal funding. The remaining **\$28 million** is for highway safety grants to improve roadway safety.

In FY 2025,
Missouri received:

- **\$1,312 million** in federal reimbursements on state highways,
- **\$177 million** for cities & counties and
- **\$123 million** for federal safety programs and multimodal grants.



Missouri General Revenue

\$563 million



Missouri's General Revenue Fund provided **\$563 million** for transportation purposes in fiscal year 2025, or 12% of transportation revenue. The major sources of funding for Missouri's General Revenue Fund are the state income tax and general sales tax.

The Missouri General Assembly allocates these funds through the annual appropriations process during the state's legislative session. This annual process can be challenging for transportation funding as many projects require a multi-year funding commitment to go through planning, design and construction.

General Revenue Funds can be used for any transportation improvement as directed by the Missouri General Assembly. The \$563 million in fiscal year 2025 included \$76 million in multimodal funding and \$487 million for the Improve I-70 Program, Governor's Transportation Cost Share Program, Forward 44 effort, Governor's Rural Routes Program and other Legislatively Designated Projects.

General Revenue Funds

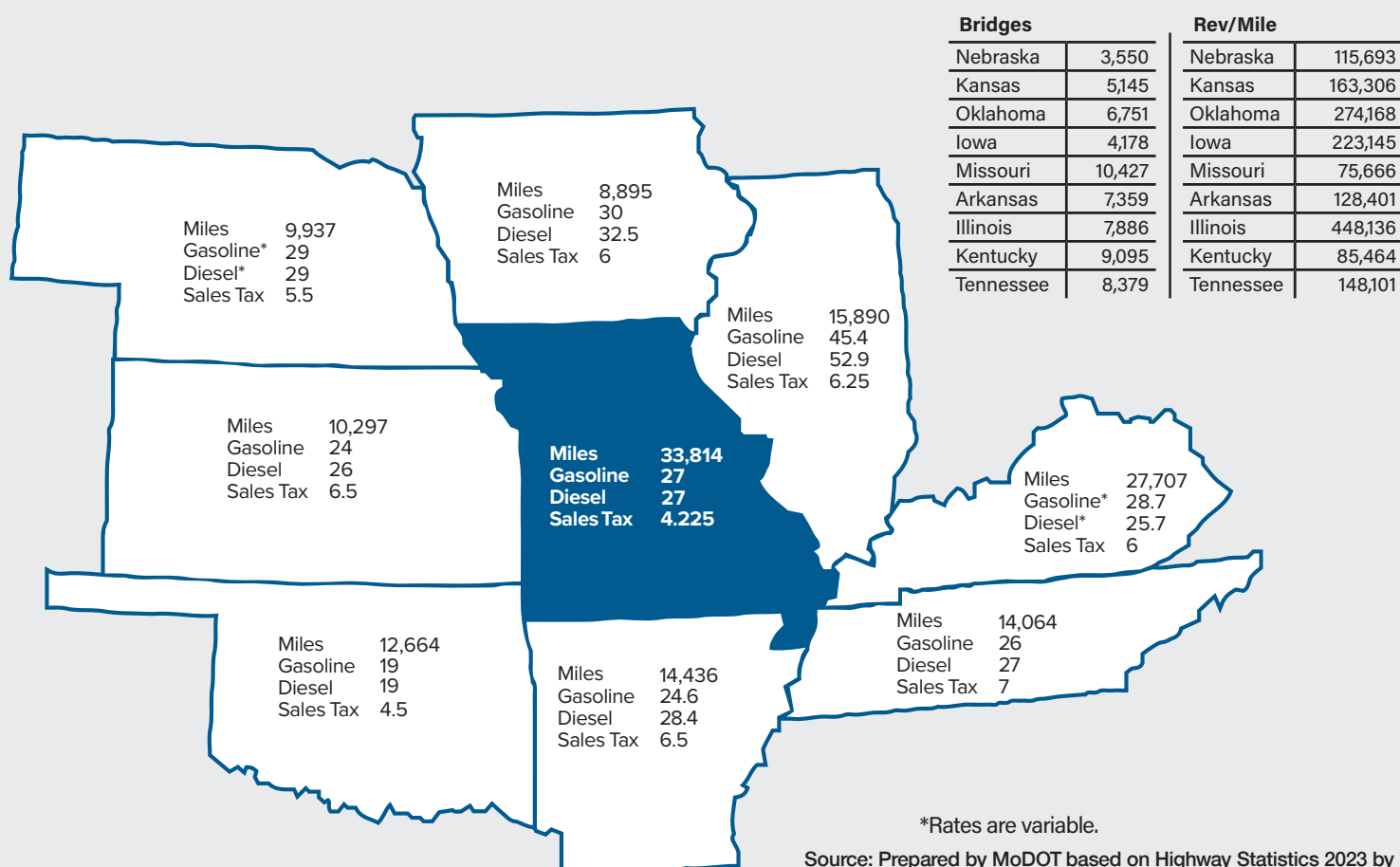
In June, the governor signed the fiscal year 2025 budget, which included investments in General Revenue for transportation projects.

- Improve I-70
- Forward 44 effort
- Governor's Rural Routes Program
- Multimodal, off-system and other projects

How Does Missouri COMPARE?

How Missouri Compares to the Nation and its Neighboring States

Missouri ranks 47th nationally in revenue per mile. This ranking will be updated in subsequent years to reflect the increase in motor fuel tax. Missouri also ranks sixth nationally in the number of bridges with 10,427. This does not include the city and county system of roads and bridges, which includes an additional 98,000 miles of county roads and city streets, and just over 14,100 bridges.



*Rates are variable.

Source: Prepared by MoDOT based on Highway Statistics 2023 by the Federal Highway Administration.
State sales tax rates based on the Federal Tax Administration data.

Gasoline and diesel fuel tax rates are shown in cents per gallon.
Miles are shown in center line miles of the state maintained highway system.

Revenue streams moving forward will be impacted by:

- » Better fuel efficiency equating to fewer taxes collected.
- » Inflation.
- » Decreased General Revenue investments.

Missouri's revenue per mile is \$75,666, while the national average is \$295,555. By contrast, New Jersey's revenue per mile of \$2,346,524 ranks first, although its state highway system includes only 2,316 miles and 2,410 bridges. When compared to its eight surrounding states, Missouri has the largest highway system and the lowest revenue per mile.

As of July 1, 2025, the rate increased 2.5 cents to 29.5 cents per gallon. Several of Missouri's surrounding states also benefit from additional revenue sources for transportation like tolling and general sales taxes.

Taxes on motor fuel are a declining revenue source for transportation because advancements in vehicle fuel efficiency and the growing adoption of electric and hybrid vehicles have reduced gasoline and diesel consumption per mile traveled. As drivers use less fuel, the total tax collected—typically charged per gallon—continues to decrease, even as road maintenance and infrastructure costs rise.

Additionally, fuel tax rates often fail to keep pace with inflation, further eroding their real value over time. This creates a widening gap between transportation funding needs and available revenues, making traditional fuel taxes an increasingly unreliable long-term funding mechanism for transportation infrastructure. The influx of General Revenue provided by the General Assembly and the Governor in recent years is expected to decrease as the overall state revenue in Missouri begins to decline.



THAN IOWA, NEBRASKA AND KANSAS COMBINED



Where is the money INVESTED?

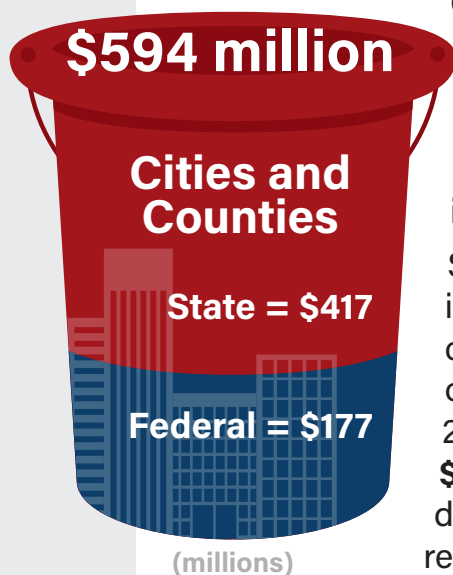
Where is the Money Invested?

MoDOT does not receive the entire \$4.4 billion of transportation revenue or the \$37 per month from the average Missouri driver. After allocations to cities, counties, other state agencies and debt payment, MoDOT received \$3.0 billion of transportation revenues in fiscal year 2025 to invest in the state transportation system. That equates to about \$25 of the \$37 per month Missouri drivers are paying.

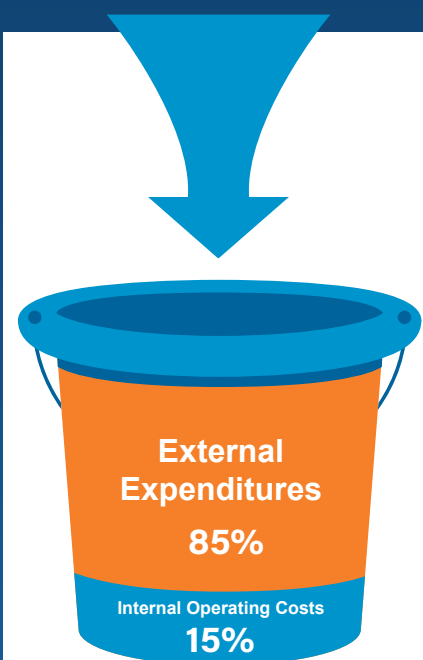
Cities and counties in Missouri receive a share of state and federal transportation revenues for projects of their choosing. In fiscal year 2025, that totaled **\$594 million** – \$417 million in state funds and \$177 million in federal funds.

State funds are distributed as specified in the state constitution². For fuel taxes, cities and counties receive 7.55 cents of the 27 cents per gallon rate, or about 28%. In fiscal year 2025, this totaled **\$308 million**. For vehicle registration and driver's licensing fees, cities and counties received **\$31 million**, or about 9%. For motor vehicle sales tax, cities and counties received **\$78 million**, or about 14%. After 1980, cities and counties each receive 15%, or 30% of the total. Distribution was different in the past, resulting in a different percentage.

² Missouri Constitution – Article IV, Sections 30(a) and 30(b)



How much of MoDOT investment flows directly to the private sector?



The distribution of federal funds is prescribed by federal law through transportation funding acts. The majority of federal revenue is dedicated to reimburse a share of eligible costs, which is typically 80%.

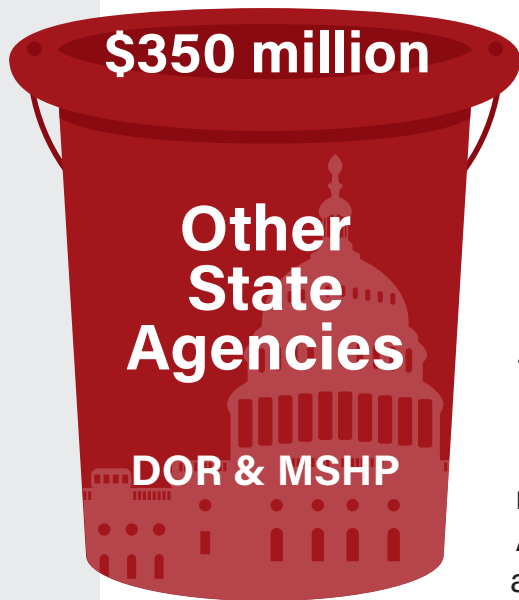
The federal transportation programs for cities and counties include:

- Off-System Bridge,
- Congestion Mitigation and Air Quality,
- Surface Transportation Block Grant Programs,
- Transportation Alternatives Programs – these funds encompass a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails and other community improvements, and
- Bridge Formula Program.

The majority of cities and counties also receive additional local revenues – most often from additional sales and property taxes – to build and maintain city streets and county roads. These amounts are not included in the totals discussed here.

The Missouri Constitution and state and federal laws determine how transportation funds are allocated to the state, cities and counties.

Where is the money INVESTED?



Per the Missouri Constitution³, the Missouri Department of Revenue (DOR) and the Missouri State Highway Patrol (MSHP) also receive transportation revenue. In fiscal year 2025, the amount totaled **\$350 million**.

The MSHP receives funding for administering and enforcing state motor vehicle laws and traffic regulations. The Missouri General Assembly determines the amount available to the MSHP each year – \$320 million was spent in fiscal year 2025.

The DOR receives funding for the cost to collect transportation taxes and fees. The cost of collection cannot exceed 3% of the particular tax or fee collected. In fiscal year 2025, the DOR received \$30 million.

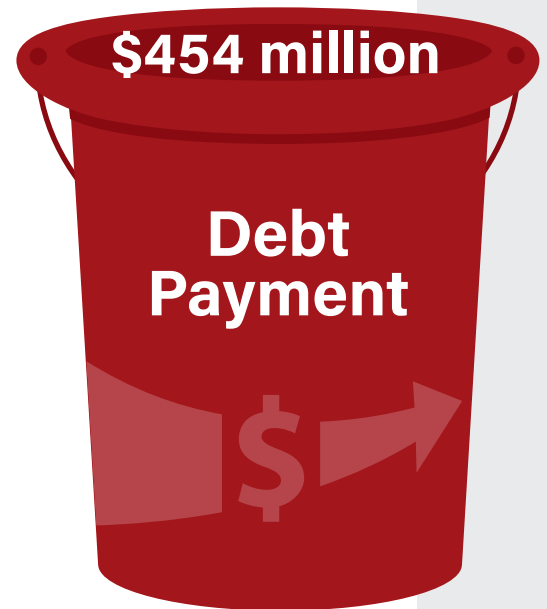
³ Missouri Constitution – Article IV, Section 30(b)

MoDOT, the MSHP and the DOR are the only state agencies that may receive transportation dollars.

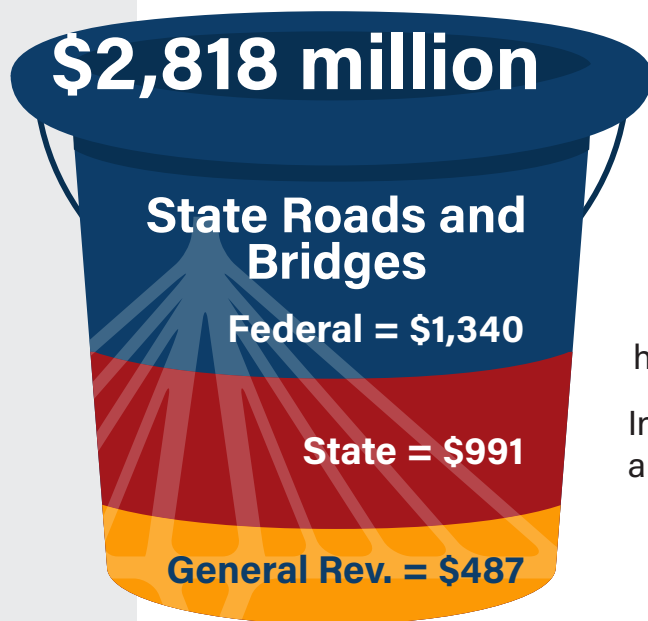
From 2000-2010, and again in fiscal years 2020, 2023 and 2024, MoDOT sold bonds that provided additional resources for highway improvements. Bonds are debt and similar to a home mortgage – this debt must be repaid over time. The total debt payment in fiscal year 2025 totaled **\$454 million**.

MoDOT has three kinds of bonds: Amendment 3 bonds that were authorized by Missouri voters in 2004; Mega Projects bonds authorized by the Missouri General Assembly in 2019 to finance the Focus on Bridges program with debt service from General Revenue over seven years; Mega Projects bonds authorized by the General Assembly with debt service from General Revenue; and federal GARVEE (Grant Anticipation Revenue Vehicle) bonds that financed specific projects. Borrowing advances construction and allows Missouri to avoid inflation in labor and materials costs; however, borrowed money must be repaid and new borrowing should be enabled with dedicated and reliable additional revenue to cover repayment and maintain credit ratings.

Amendment 3 and GARVEE bonds will be paid off by 2033. Focus on Bridges bonds will be paid off in 2027. The first issuance of Mega Projects bonds will be paid off in 2026. The average interest rate on all outstanding debt combined is 2.99%.



Where is the money INVESTED?



(millions)

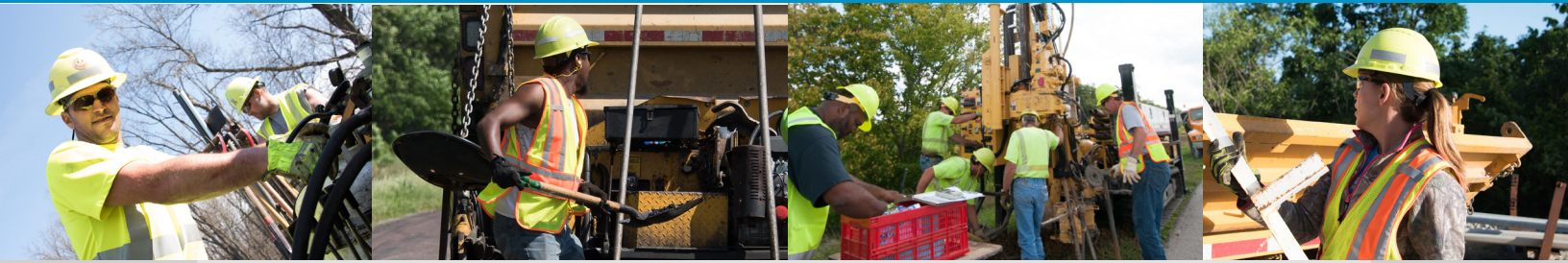
After distributions to cities and counties, other state agencies and the debt payment, 55% of transportation revenue is available for state roads and bridges. These are the funds that enable MoDOT to design, construct, operate and maintain a network of 33,814 miles of highways and 10,427 bridges.

Investments for state roads and bridges are summarized into five categories:

- Construction Program
- Maintenance
- Fleet, Facilities and information Systems
- Administration
- Highway Safety Programs

The majority of MoDOT's expenditures are payments to vendors. The payments are for goods and services needed to build and maintain Missouri's transportation infrastructure. Whether it be payments to contractors, the purchase of equipment and supplies, design services or travel costs, these outward focused expenditures are an investment in Missouri's economy and drive economic opportunity in the state.

In addition to the distribution to cities and counties, other state agencies and debt payment, transportation revenue's spending power is impacted by [ongoing inflation](#). Recent record inflation levels have impacted construction program investments outlined in the latest Statewide Transportation Improvement Program.



The construction program is the largest area of investment, totaling **\$2,017 million** in fiscal year 2025, an 8% increase from 2024. It includes payments to contractors to build projects that maintain and improve the system (\$1.711 billion), MoDOT engineering costs associated with administering and monitoring the construction program – including salaries, wages and fringe benefits (\$181 million), payments to engineering design consultants (\$108 million) and the cost of acquiring right of way (\$17 million).

The maintenance expenditures, totaling **\$597 million** in fiscal year 2025, pay for the services performed by MoDOT employees like plowing snow and mowing. But it also includes maintaining the pavements on the state's lower-volume routes, approximately 5,100 miles of which are not eligible for federal reimbursement. It covers utilities, tools and materials needed in maintenance buildings across the state, bridge maintenance, signing, striping, sweeping, rumble stripes, lighting, etc. The maintenance budget also allows for traveler information and incident management services.

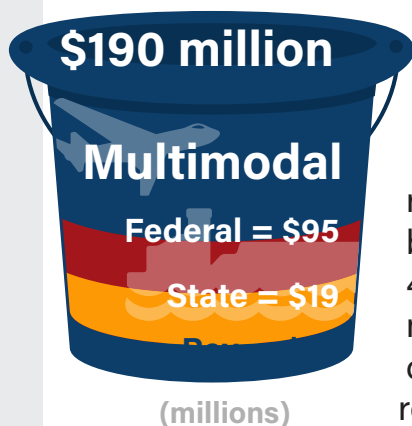
Fleet, facilities and information systems investments, totaling **\$128 million** in fiscal year 2025, cover the costs of purchasing MoDOT's fleet of trucks, constructing and maintaining MoDOT buildings and providing information technology that is needed for MoDOT to perform maintenance and engineering functions.

Where is the money INVESTED?

MoDOT's administrative costs – the fifth lowest in the nation – were **\$63 million** in fiscal year 2025, a 5% increase from 2024. That includes salaries, wages and fringe benefits to provide support services like human resources, accounting, legal, executive management, customer service, etc. Administration also includes medical insurance costs for MoDOT employees and retirees.

Road and bridge investments include **\$29 million** for highway safety programs that encourage behaviors that reduce fatalities and serious injuries, which includes salaries, wages and fringe benefits.

In total, MoDOT invested **\$2,834 million** on state roads and bridges in fiscal year 2025.



Multimodal includes non-highway modes of transportation such as transit, aviation, railroads and waterways. The majority of transportation revenue is legally required to be spent on state roads and bridges, leaving only \$190 million, or about 4% of total revenue, available for multimodal needs. Unlike highways, MoDOT does not own multimodal facilities. Instead, MoDOT's role is to administer funding and provide an oversight role for multimodal improvements.

Many of the multimodal entities receive local tax revenue and direct federal funding, which are not included in these amounts.

In fiscal year 2025, MoDOT administered **\$65 million** of transit funds. The majority of these funds are from federal programs that support operating costs and bus purchases for transit agencies across the state. There is a small amount of state and General Revenue funding to support operating costs for transit agencies.

MoDOT administered **\$54 million** of aviation funds in fiscal year 2025. Missouri has dedicated taxes on aviation fuel to fund improvements to public use airports in Missouri. MoDOT also administers federal funding to improve airfield pavement conditions and lighting systems, eliminate obstructions and for expansion projects.

MoDOT administered **\$22 million** of rail funds in fiscal year 2025. These funds are used to support two programs – the Amtrak passenger rail service between St. Louis and Kansas City and safety improvements at railroad crossings. The Amtrak funding is from General Revenue, and safety improvements at railroad crossings are from federal and state sources, including General Revenue.

Waterways funding totaled **\$31 million** in fiscal year 2025. These funds provided operating and capital assistance to Missouri's river ports and ferry boat operators.

MoDOT also administers a **\$2 million** freight enhancement program that provides assistance to public, private or not-for-profit entities for non-highway capital projects that improve the efficient flow of freight in Missouri.

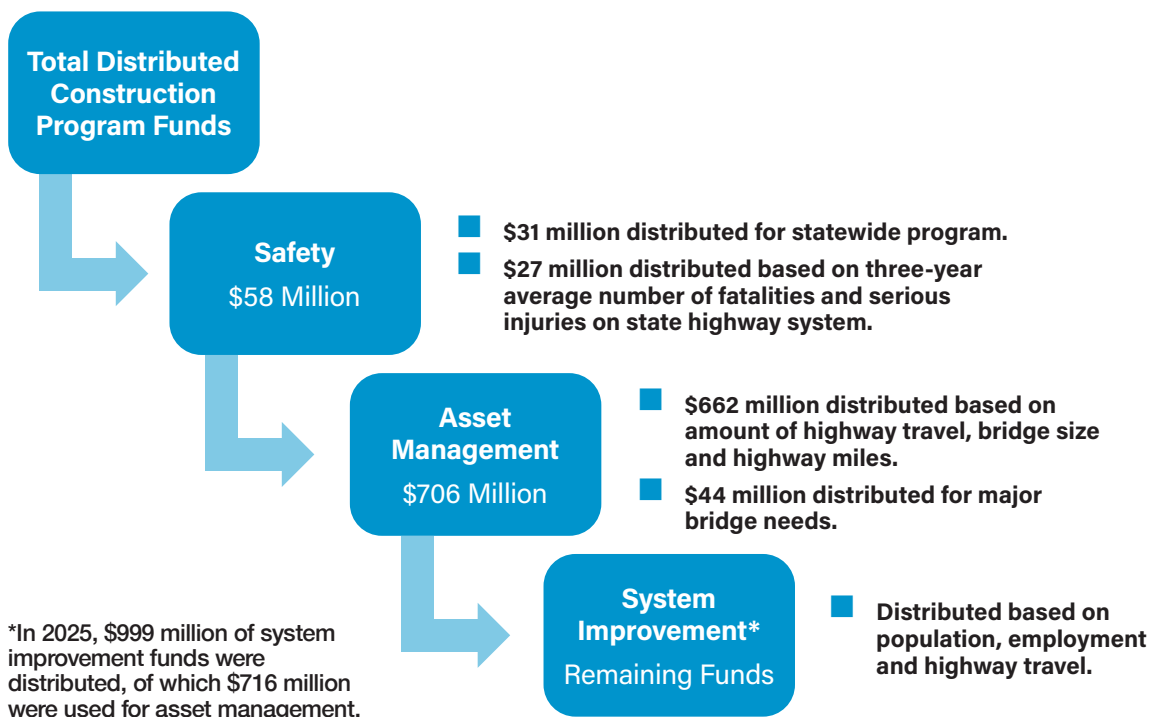
Internal operating costs to administer the various multimodal programs totaled **\$4 million**, including salaries, wages and fringe benefits.

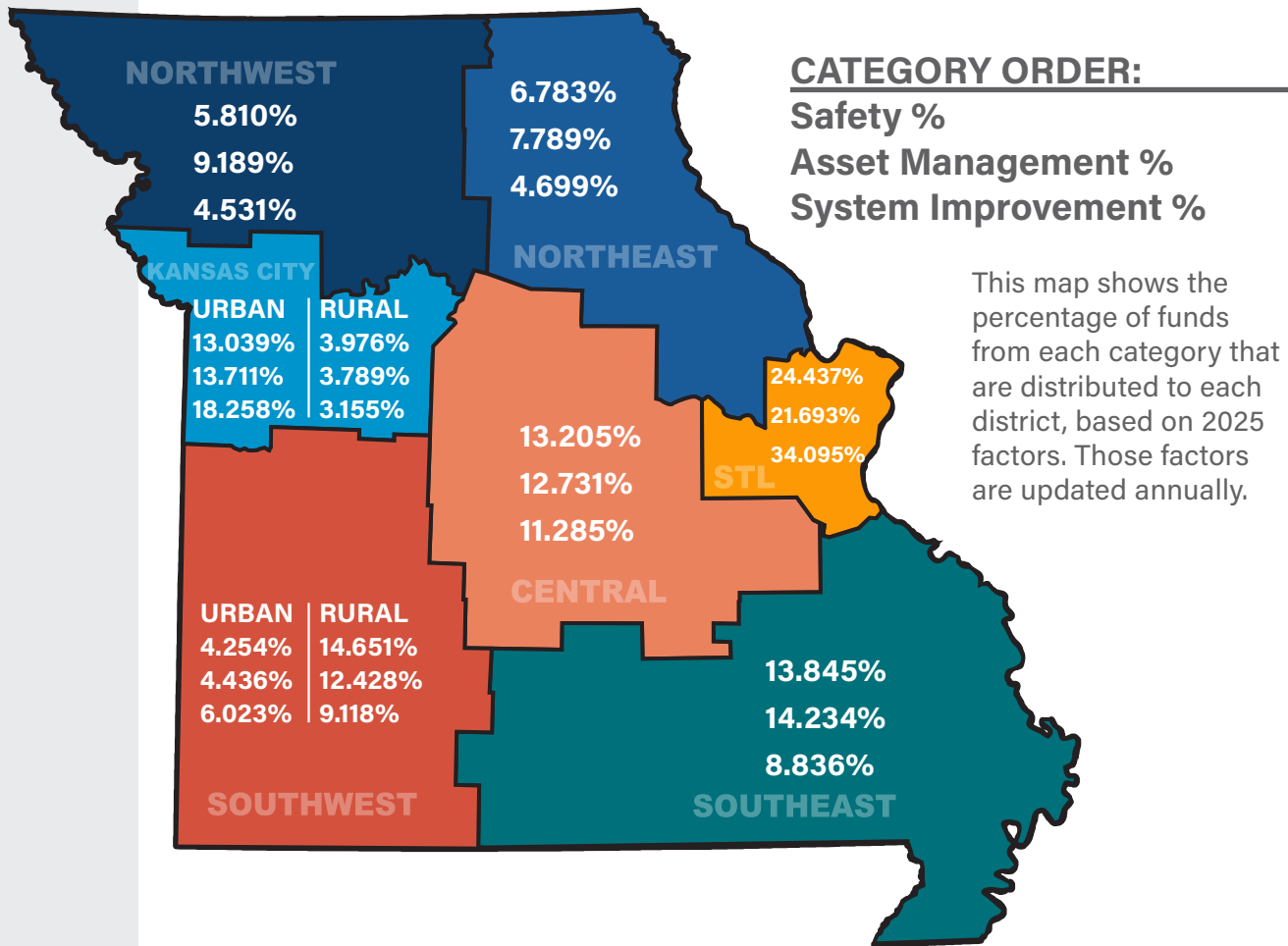
MoDOT Funding DISTRIBUTION

How is MoDOT's Funding Distributed Across the State?

Since 2003, the Missouri Highways and Transportation Commission has used a formula to distribute construction program funds for road and bridge improvements to each of its seven districts. This is the largest area of MoDOT's budget that provides funding for safety improvements, asset management and system improvement funds that districts can use to take care of the system or invest in major projects that relieve congestion and spur economic growth. In many districts, asset management funds are not sufficient to maintain current system conditions. Districts use system improvement funds to make up the difference.

Construction program funds are allocated annually to districts using the following formula:





Once construction program funds are distributed to districts, MoDOT collaborates with regional planning groups to identify local priorities based on projected available funding. The regional transportation improvement plans are brought together to form the department's Statewide Transportation Improvement Program, which outlines five years of transportation improvements. As one year of the plan is accomplished, another year is added.

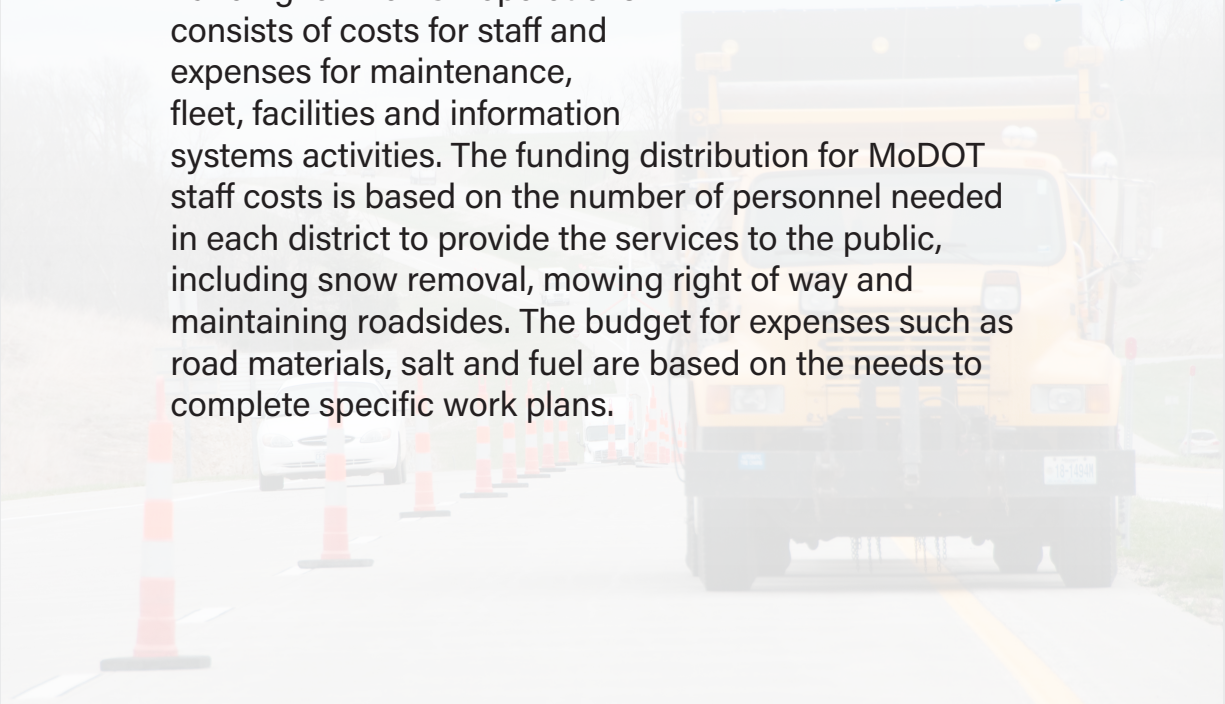
MoDOT Funding DISTRIBUTION

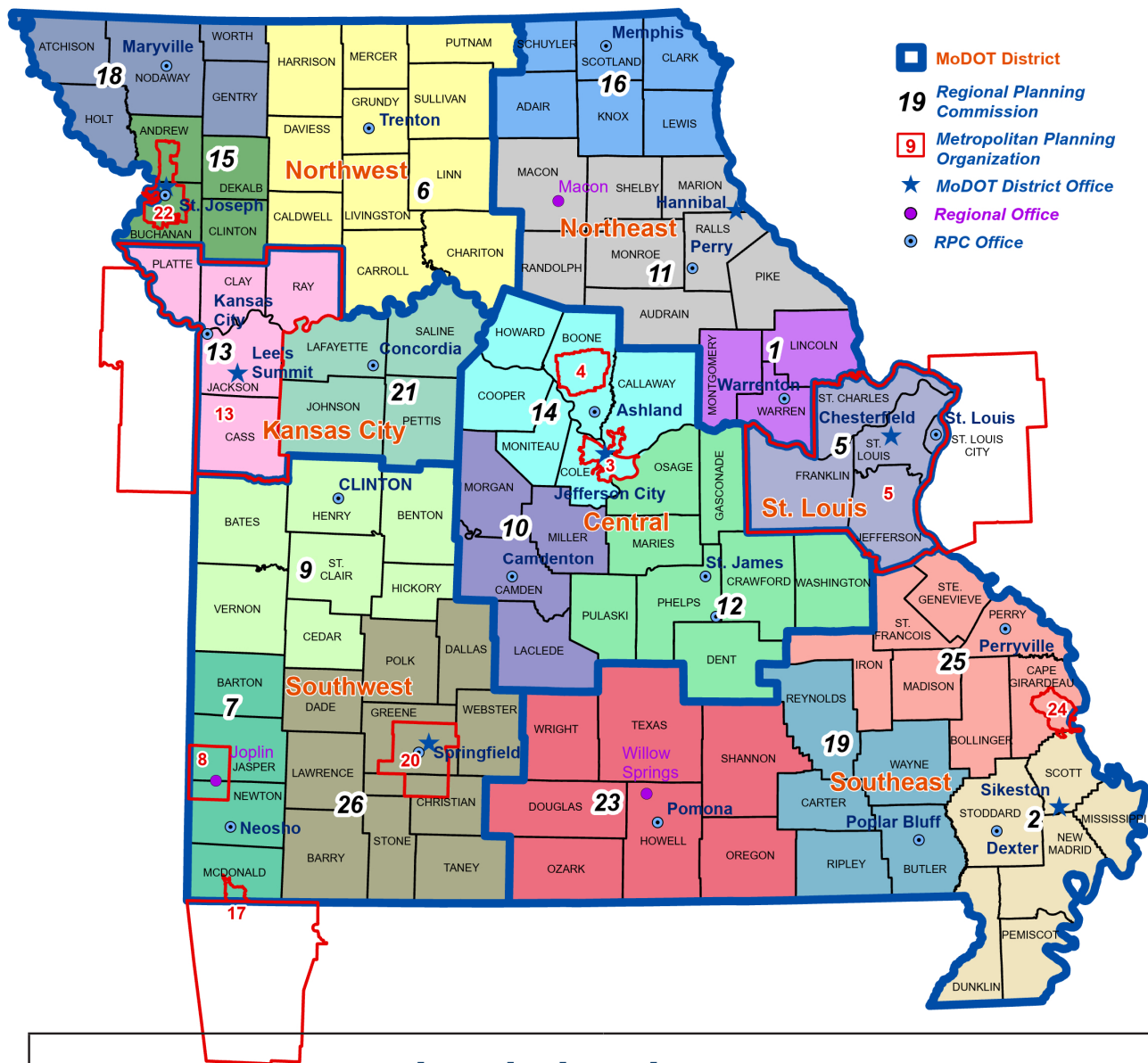
There are two types of regional planning groups in the state: urban areas have Metropolitan Planning Organizations, and rural areas have Regional Planning Commissions. Board members for each of these groups are typically city and county leadership, elected officials and local business owners.

The regional planning groups reach out to local citizens to identify transportation needs. MoDOT staff assists regions to prioritize those needs based on road and bridge conditions, traffic safety data and overall mobility. The prioritization process also includes balancing priorities with available funds.

Funding for MoDOT operations consists of costs for staff and expenses for maintenance, fleet, facilities and information systems activities. The funding distribution for MoDOT staff costs is based on the number of personnel needed in each district to provide the services to the public, including snow removal, mowing right of way and maintaining roadsides. The budget for expenses such as road materials, salt and fuel are based on the needs to complete specific work plans.

MoDOT's planning framework involves local citizens from start to finish – an approach that has earned MoDOT recognition as a national leader in public involvement.





Regional Planning Partners

1. Boonslick Regional Planning Commission	14. Mid-Missouri Regional Planning Commission
2. Bootheel Regional Planning & Economic Development Commission	15. Mo-Kan Regional Council
3. Capital Area Metropolitan Planning Organization	16. Northeast Missouri Regional Planning Commission
4. Columbia Area Transportation Study Organization	17. Northwest Arkansas Regional Planning Commission
5. East West Gateway Council of Governments	18. Northwest Missouri Regional Council of Governments
6. Green Hills Regional Planning Commission	19. Ozark Foothills Regional Planning Commission
7. Harry S. Truman Coordinating Council	20. Ozarks Transportation Organization
8. Joplin Area Transportation Study Organization	21. Pioneer Trails Regional Planning Commission
9. Kaysinger Basin Regional Planning Commission	22. St. Joseph Area Transportation Study Organization
10. Lake of the Ozarks Council of Local Governments	23. South Central Ozark Council of Governments
11. Mark Twain Regional Council of Governments	24. Southeast Metropolitan Planning Organization
12. Meramec Regional Planning Commission	25. Southeast Missouri Regional Planning and Economic Development Commission
13. Mid America Regional Council	26. Southwest Missouri Council of Governments

MoDOT Funding DISTRIBUTION

When adding the construction program, operations, administration and highway safety programs together, the following amounts were spent in districts for fiscal year 2025:

(\$ Millions)

District	Construction Program	Operations*	Admin**	HWY Safety Programs	Subtotal	Legislatively Designated Projects	Total
Northwest	\$128	\$83	\$2	\$0	\$213	\$22	\$235
Northeast	\$77	\$68	\$1	\$0	\$146	\$56	\$202
Kansas City	\$244	\$78	\$2	\$0	\$324	\$48	\$372
Central	\$209	\$93	\$2	\$0	\$304	\$93	\$397
St. Louis	\$505	\$87	\$3	\$0	\$595	\$43	\$638
Southwest	\$232	\$112	\$2	\$0	\$346	\$28	\$374
Southeast	\$261	\$103	\$2	\$0	\$366	\$12	\$378
Central Office***	\$59	\$101	\$49	\$29	\$238	\$0	\$238
Total	\$1,715	\$725	\$63	\$29	\$2,532	\$302	\$2,834

*Includes \$597 million of maintenance expenditures and \$128 million of fleet, facilities and information system expenditures.

**According to the Reason Foundation, MoDOT's administrative costs are 5th lowest in the nation for state departments of transportation.

***Statewide administrative costs include \$20 million for medical insurance costs for MoDOT retirees.

Since spending can fluctuate from year to year, the table below provides the amounts based on the five-year average from fiscal years 2021 through 2025:

(\$ Millions)

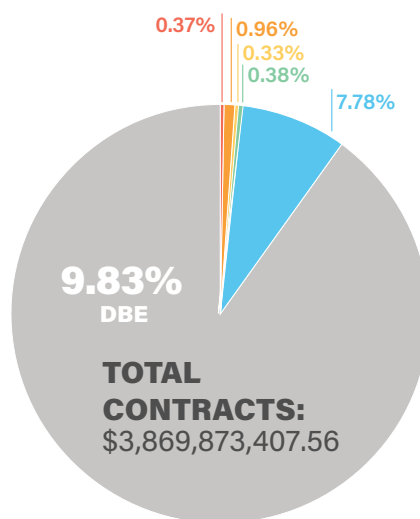
District	Construction Program	Operations*	Admin**	HWY Safety Programs	Subtotal	Legislatively Designated Projects	Total
Northwest	\$114	\$75	\$2	\$0	\$191	\$17	\$208
Northeast	\$88	\$63	\$2	\$0	\$153	\$19	\$172
Kansas City	\$237	\$66	\$3	\$3	\$309	\$12	\$321
Central	\$186	\$78	\$2	\$1	\$267	\$31	\$298
St. Louis	\$376	\$74	\$3	\$3	\$456	\$10	\$466
Southwest	\$209	\$93	\$2	\$1	\$305	\$10	\$315
Southeast	\$190	\$92	\$2	\$0	\$284	\$5	\$289
Central Office***	\$47	\$91	\$40	\$15	\$193	\$0	\$193
Total	\$1,447	\$632	\$56	\$23	\$2,158	\$104	\$2,262

\$0 denotes less than \$1 million

Disadvantaged Business Enterprises

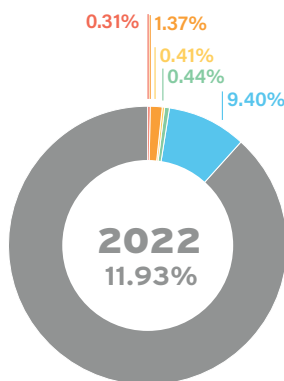
The Disadvantaged Business Enterprise program is a federally mandated program administered by MoDOT. The program's overall goal is to provide opportunities to participate in the economic benefits of highway construction to small businesses owned and operated by disadvantaged individuals.

STATEWIDE TOTAL FFY 22-24

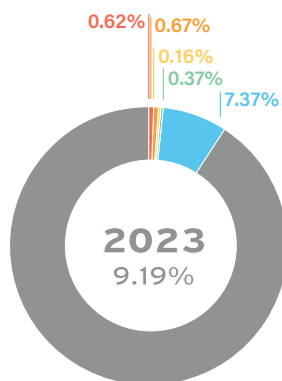


TOTAL DBE PARTICIPATION COMMITTED: \$380,360,431.73

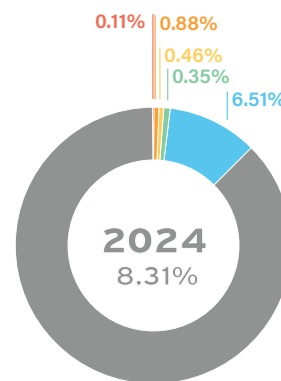
ASIAN AMERICAN	\$14,292,128.07	NATIVE AMERICAN	\$14,871,237.61
BLACK AMERICAN	\$37,181,669.24	NON-MINORITY (Female & Male)	\$301,245,628.02
HISPANIC/LATINO AMERICAN	\$12,769,768.79		



TOTAL: \$1,263,916,256
DBE: \$150,759,072



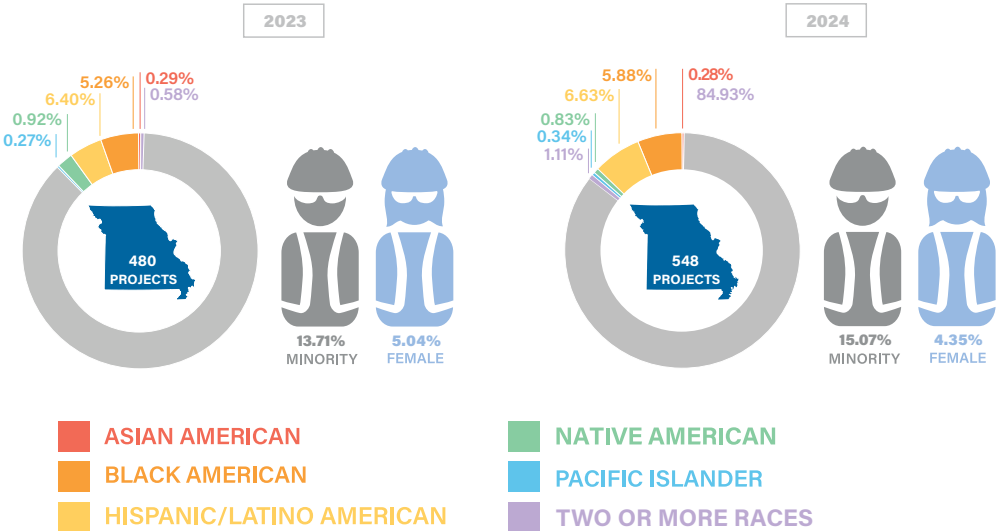
TOTAL: \$1,479,184,012.46
DBE: \$135,959,387.86



TOTAL: \$1,126,773.59
DBE: \$93,641,971.96

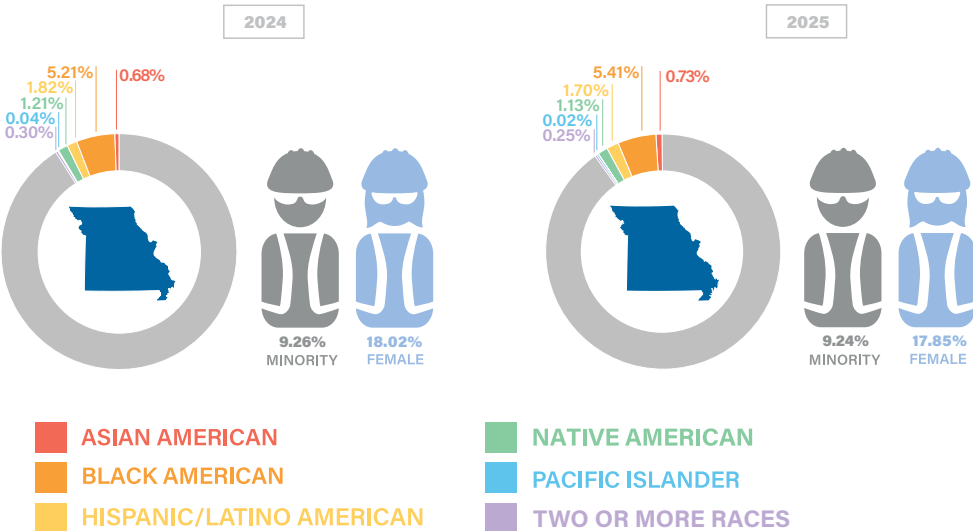
MoDOT Workforce Analysis

CONTRACTOR



MoDOT STAFF

Minorities and women employed



Sources: MoDOT Tracker, Annual Federal Highway Report by percentage of employees
www.modot.org/welcome-business-development-and-compliance

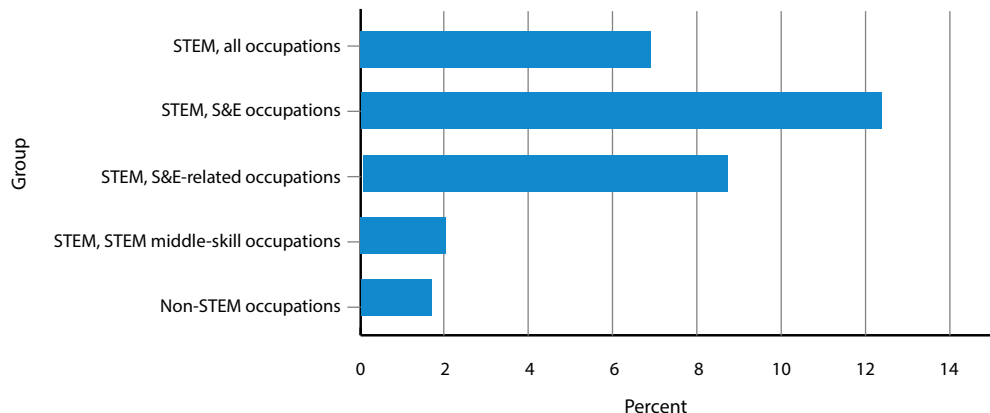
MoDOT Workforce Challenges

MoDOT, like many organizations, faces ongoing workforce challenges in the following key areas: recruitment and retention, organizational and cultural shifts, and financial constraints.

Challenges with recruitment and retention will continue with:

- An aging workforce and retirements lead to knowledge and experience gaps as well as higher turnover.
 - High turnover continues to be costly. In FY2025, approximately 700 employees left the department, costing more than \$50 million.
- Delayed workforce entry and more employees over age 65 are shifting workforce demographics.
- Difficulty in attracting younger workers due to:
 - Less interest in traditional public sector roles
 - Lengthy hiring processes
 - Limited flexibility
 - Alignment with MoDOT Values and Preferred Employee Qualities
- Rising demand for STEM-skilled employees due to evolving technologies.

Expected growth among STEM occupations: 2022-32



S&E = science and engineering; STEM = science, technology, engineering, and mathematics.

Fig. 1: Bureau of Labor Statistics, Special Tabulations (2022) of the 2022-32 Employment Projections

MoDOT Workforce Challenges

Challenges with organizational and cultural changes will continue with:

- Increased demand for flexible work policies.
- Generational differences are creating management challenges.
- Shorter tenure expectations—employees no longer stay for decades.
- Budgetary pressures with facing the challenges of maintaining and improving services with limited budgets, impacting the ability to invest in staff development and offer competitive compensation.

Addressing these challenges effectively will be crucial. To be successful we must also continue to ensure we are offering and providing competitive wages to new and existing staff. This means regular market adjustments to the salary structure along with regular within-grade increases to move staff closer to market of their salary grade. Competitive compensation as well as conveying the mission and purpose of the organization will be key with recruiting and retention so the department can maintain and improve transportation services in the coming years.

The Cost of Operations

How Much Does It Cost to Operate the Transportation System?

MoDOT employs 3,000+ field employees throughout the state to operate and maintain the transportation system. In fiscal year 2025, MoDOT invested \$725 million, or about \$14.02 per month from Missouri drivers, to provide services, including:

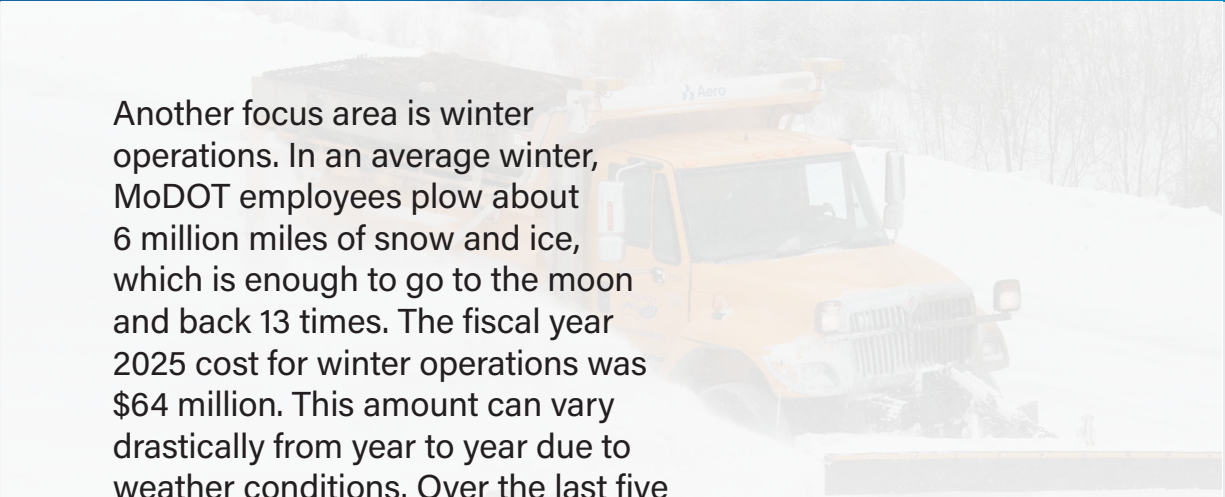
- Pavement repairs and sealing
- Winter operations
- Bridge maintenance
- Striping
- Traffic signs and signals
- Mowing
- Flood/road closures
- Ditches/Drainage
- Litter and debris removal
- Unsheltered area cleanup
- Incident response
- Customer calls
- Dead animal removal
- Driveway maintenance
- Permits
- Vegetation control

The most significant cost of operations is roadway maintenance. In fiscal year 2025, \$282 million of MoDOT's operating budget was spent on roadways for repairs, sealing and striping. Each year, MoDOT crews place enough asphalt to do a 1-inch overlay and sealing from Los Angeles to Washington D.C. – about 2,300 miles.

The repair work from MoDOT operations is focused on roads that do not carry a lot of traffic. Funding from the construction program pays for pavement improvements for heavily traveled roads, like interstates and U.S. highways.



The Cost of Operations



Another focus area is winter operations. In an average winter, MoDOT employees plow about 6 million miles of snow and ice, which is enough to go to the moon and back 13 times. The fiscal year 2025 cost for winter operations was \$64 million. This amount can vary drastically from year to year due to weather conditions. Over the last five years, the annual cost of winter operations ranged from \$32 million to \$64 million.

Maintaining roadsides costs about \$56 million each year for crews to mow grass and remove litter, debris and dead animals. MoDOT mows about 400,000 acres of grass each year, which is equivalent to 300,000 football fields.

High levels of turnover in the past few years have resulted in Maintenance crews focusing their limited staffing resources on Priority 1 tasks, which are deemed an immediate hazard to the public. This is also the case during winter weather, where winter operations vacancies have the department nearly 30% below the staffing needed to cover more than one shift in a statewide storm. If a widespread storm lasted more than one 12-hour shift, it would take longer to clear the roads.



Operating funds do more than just maintain the system. They also provide funds to operate the system so people get where they want to go. MoDOT manages more than 2,600 traffic signals, 250 dynamic message signs, 1,100 traffic cameras and has traffic management centers in Kansas City, St. Louis and Springfield. The average annual cost for these operations is \$14 million.

In addition, MoDOT crews are able to respond quickly to incidents ranging from traffic crashes to flooding to make sure Missourians arrive safely at their destination. One of the department's primary customer concerns is trash along the roadsides and debris from unsheltered encampments on state right of way, yet another outcome of high staff turnover and vacancy.

With paid labor in these areas down millions of hours, customer service is not meeting customer expectations. The Missouri Highways and Transportation Commission instructed MoDOT to increase labor hours to improve service.

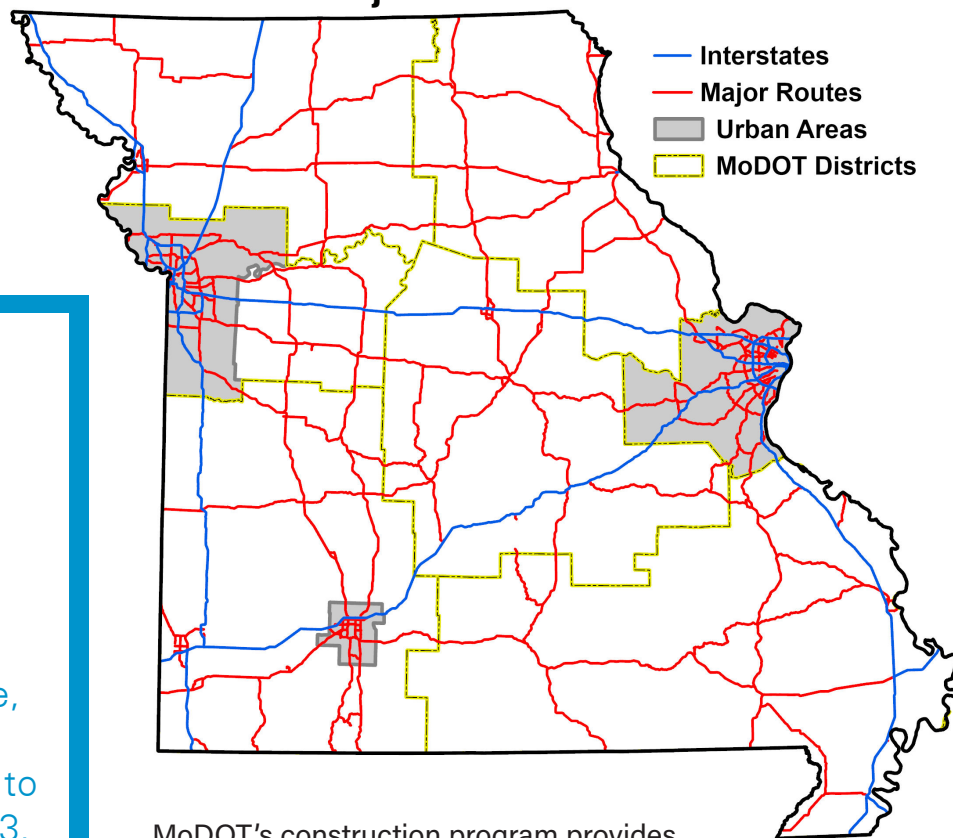


The Current Condition of MISSOURI TRANSPORTATION

What is the Current Condition of Missouri Transportation?

Last year, 54 billion miles were traveled on the state highway system. The majority of travel occurs on interstates and major routes. Interstates and major routes include just 5,560 miles of the 33,814 miles of highway in Missouri but account for 77% of the travel. Currently, 89% of these routes are in good condition as MoDOT has focused on improving and maintaining these routes over the last decade.

Interstate and Major Routes

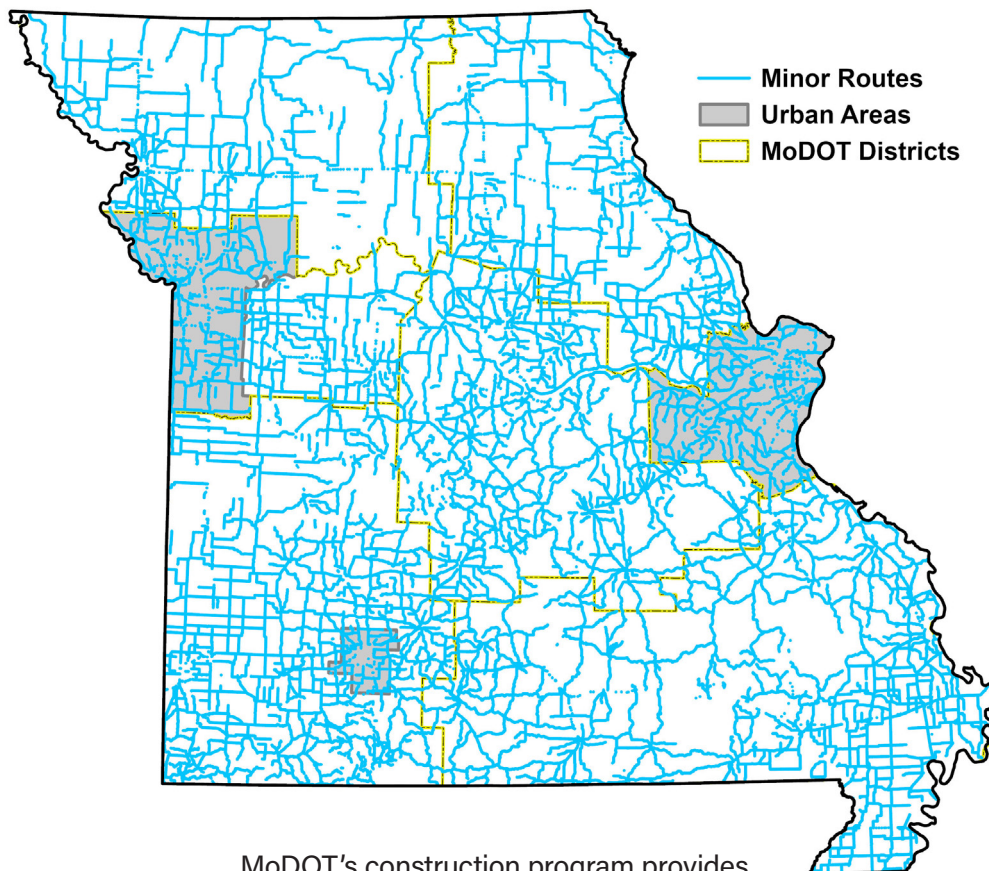


41.4 billion miles were driven on interstates and major routes; therefore, on average, 7.4 million vehicles traveled each mile, an increase of 4 million compared to calendar year 2023.

MoDOT's construction program provides the funding to maintain these routes.

Missouri's minor routes make up the largest group of state highways, accounting for 17,903 miles – just over one-half of the entire state highway system. Almost 22% of all state travel occurs on these routes. Currently, 83% of these routes are in good condition.

Minor Routes



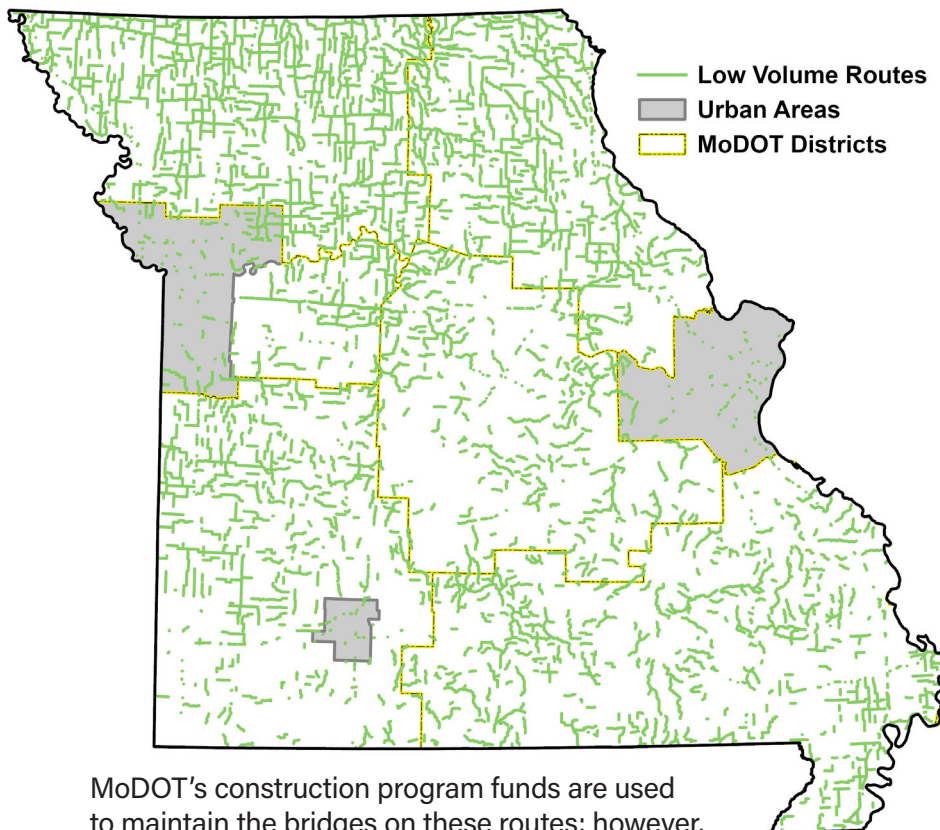
11.7 billion miles were driven on minor routes; therefore, on average, 651,000 vehicles traveled each mile - a decrease of 333 million miles compared to calendar year 2023.

MoDOT's construction program provides the funding to maintain these routes.

The Current Condition of MISSOURI TRANSPORTATION

The final tier of Missouri highways is low-volume routes. Each of these routes carries less than 400 vehicles per day and primarily serves local transportation needs. Missouri has 10,351 miles of low-volume routes, accounting for about one-third of the state system. However, approximately 5,100 miles of these routes are not on the federal aid highway system and are ineligible for federal funds, which has impacted investment levels and conditions during the past 25 years. Travel on these routes is less than 1% of all state highway travel. Currently, 83% of these routes are in good condition.

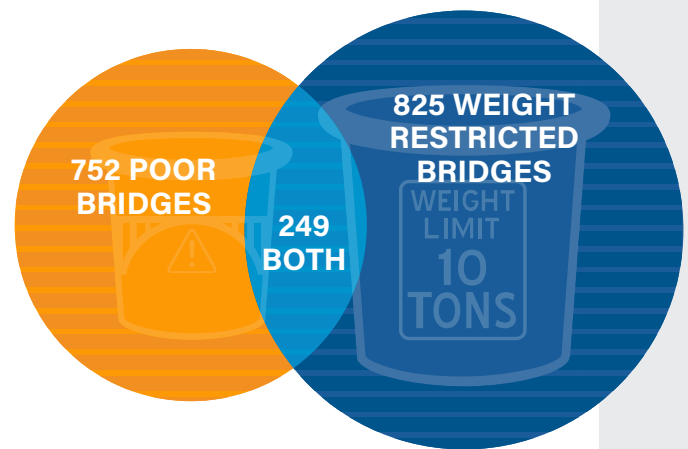
Low Volume Routes



MoDOT's construction program funds are used to maintain the bridges on these routes; however, the pavements on these routes are maintained using MoDOT's maintenance funds.

773 million miles were driven on low volume routes; therefore, on average, 75,000 vehicles traveled each mile, an increase of 13 million miles compared to calendar year 2023.

In addition to the huge network of highways, Missouri has 10,427 bridges of varying sizes, including 209 major bridges that are longer than 1,000 feet, or about the length of three football fields. Currently, 752 bridges are in poor condition, an improvement of 47 since 2024. MoDOT inspects these bridges on a regular basis to ensure they are safe for travelers. Missouri also has 825 weight-restricted bridges, with 249 of them also in poor condition.



Totals	Typical Bridges	Major Bridges	All Bridges
Number	10,218	209	10,427
Area	64,203,435	23,650,613	88,854,048
Average Age	50.8	39.6	51
Weight Restricted	786	39	825
Area of Weight Restricted	5,800,192	5,469,426	11,269,618
Poor	728	24	752
Area of Poor	4,544,418	2,342,133	6,886,551
Both Poor and Weight Restricted	238	11	249
Both Poor and Weight Restricted Area	1,220,824	1,296,877	2,407,701
Only Poor and Only Weight Restricted	1,038	41	1,079
Only Poor and Only Weight Restricted Area	8,122,961	5,217,804	13,340,765
Average Price per Square Foot	\$190	\$1,000	--
Only Poor and Only Weight Restricted Cost	\$1.54 billion	\$5.22 billion	\$6.76 billion
Total Cost	\$12.4 billion	\$23.7 billion	\$36.1 billion

The Current Condition of MISSOURI TRANSPORTATION

Approximate vehicle weights

Lower weight limits for about 1,300 load-posted state bridges:



AVERAGE STANDARD
CAR: **1.5 TONS**



AVERAGE PICKUP
TRUCK: **3 TONS**



AVERAGE
AMBULANCE: **5 TONS**



AVERAGE DELIVERY
TRUCK: **6 TONS**



AVERAGE
LOADED
SCHOOL BUS:
17 TONS



AVERAGE LOADED
GARBAGE TRUCK:
25 TONS



AVERAGE
LOADED
CHARTER
BUS:
20 TONS



AVERAGE
FIRE TRUCK:
19-30 TONS



AVERAGE LOADED
COMBINE HARVESTER:
30 TONS



AVERAGE LOADED
PLOW TRUCK:
28 TONS



AVERAGE LOADED
CONCRETE TRUCK:
33 TONS



AVERAGE LOADED
DUMP TRUCK:
36 TONS

AVERAGE
LOADED
TRACTOR
TRAILER:
40 TONS



Source: PennDOT

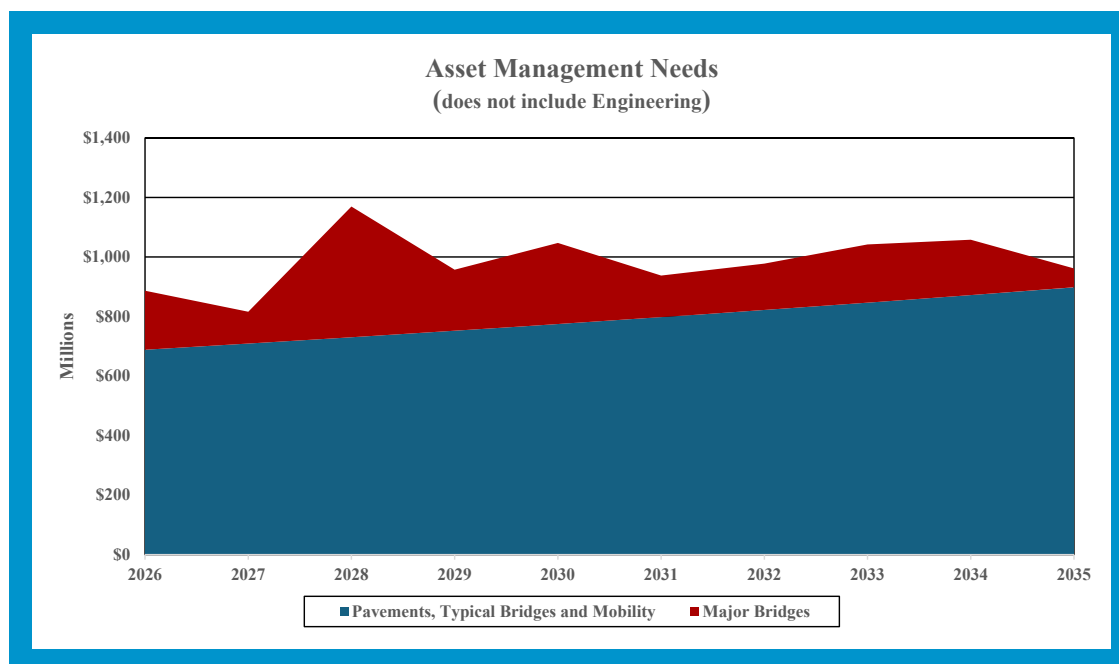
James Hilston/Post-Gazette

ASSET Management

MoDOT has adopted an asset management approach to make the best decisions with transportation investments. The goal of the plan is to keep roads and bridges in good condition for as long as possible given current funding levels. The plan also demonstrates the investment level needed in order to maintain the system at its current condition.

Asset	Asset Management Goal Based on Current Funding
Interstates and Major Routes	90% Good Condition
Minor Routes	80% Good Condition
Low Volume Routes	70% Good Condition
Bridges	Less Than 900 Poor Condition

The asset management 10-year funding needs are shown in the chart below:



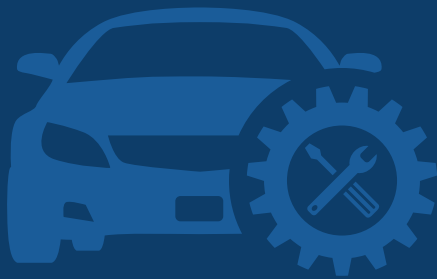
What is THE COST?

How Much Do Current Roadway Conditions Cost Missourians?

Missourians pay a relatively small amount per month to use the state system of roads and bridges. The average Missouri driver pays about \$37 per month in state and federal transportation taxes and fees. That's far less than what the average Missourian pays for cell phone service, cable television or internet service.

But there are also hidden transportation costs that Missourians may not realize they are absorbing when they sit on congested highways, drive on rough roads or experience vehicle crashes.





System condition costs Missouri drivers about \$546 per month.

According to the 2023 Texas Transportation Institute's Urban Mobility Report, Missourians who commute to work by car spend many hours in congestion, ranging from 17 hours per year in Cape Girardeau and 15 hours in St. Joseph, to 54 hours per year in Kansas City and 49 hours in St. Louis. That means gallons of fuel wasted, a loss of productivity and hours lost that have an adverse effect on a person's quality of life. The associated cost of congestion translates to an average of \$76 per month for Missouri drivers.

There are also hidden costs in operating and maintaining a vehicle on rough roads due to:

- Accelerated vehicle depreciation,
- Additional vehicle repair costs,
- Increased fuel consumption,
- Increased tire wear and
- Environmental impact of congestion.

The Road Information Program's 2025 "Key Facts About Missouri's Surface Transportation System" report calculated those costs to be \$83 per month for Missouri drivers, or a total of \$4.3 billion each year to the state of Missouri.

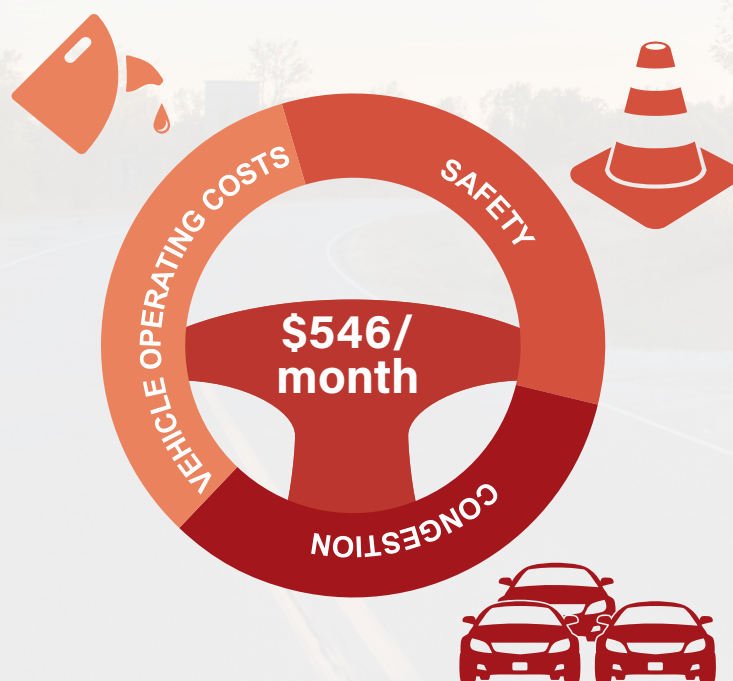
What is THE COST?

Motor vehicle crashes cost Missourians \$20 billion each year⁴. This equates to \$387 per month for each Missouri driver. This amount includes medical costs, lost workplace and household productivity, property damage, congestion costs and legal costs.

When combined, congestion, additional vehicle operating costs and roadway crashes cost each Missouri driver about \$546 per month. Additional investments in congestion relief, improving system conditions and safety can reduce these costs for Missourians.

⁴ Based on Missouri Crash Cost Estimates provided by MoDOT Highway Safety and Traffic

Monthly Cost Per Driver

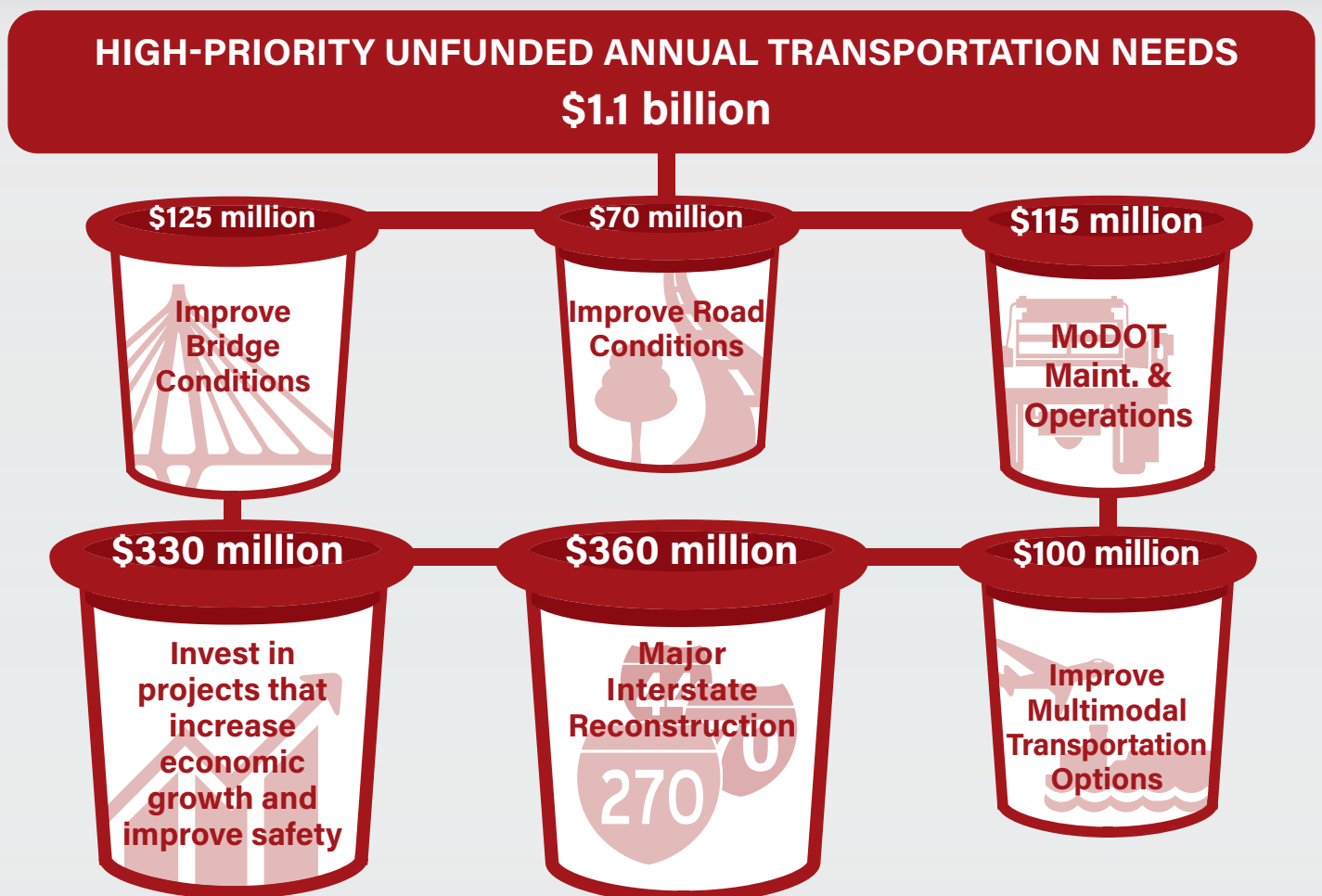


High-Priority Unfunded TRANSPORTATION NEEDS

What are Missouri's Transportation Needs?

When MoDOT completed its current long-range transportation plan, extensive input from Missourians resulted in five goals for the state's transportation system over the next 20 years:

1. Take care of the transportation system and services we enjoy today.
2. Keep all travelers safe – no matter the mode of transportation.
3. Invest in projects that spur economic growth and create jobs.
4. Give Missourians better transportation choices.
5. Improve reliability and reduce congestion on Missouri's transportation system.



High-Priority Unfunded TRANSPORTATION NEEDS

Aside from the state's historic investment in transportation, with MoDOT's current available resources, the reality is that the department must focus its attention on keeping the existing system in the condition that it is in today. To do that, some MoDOT districts must devote every available dollar to maintaining the condition of their roads and bridges, and they are still going to lose ground over time. That leaves a number of unfunded transportation needs.

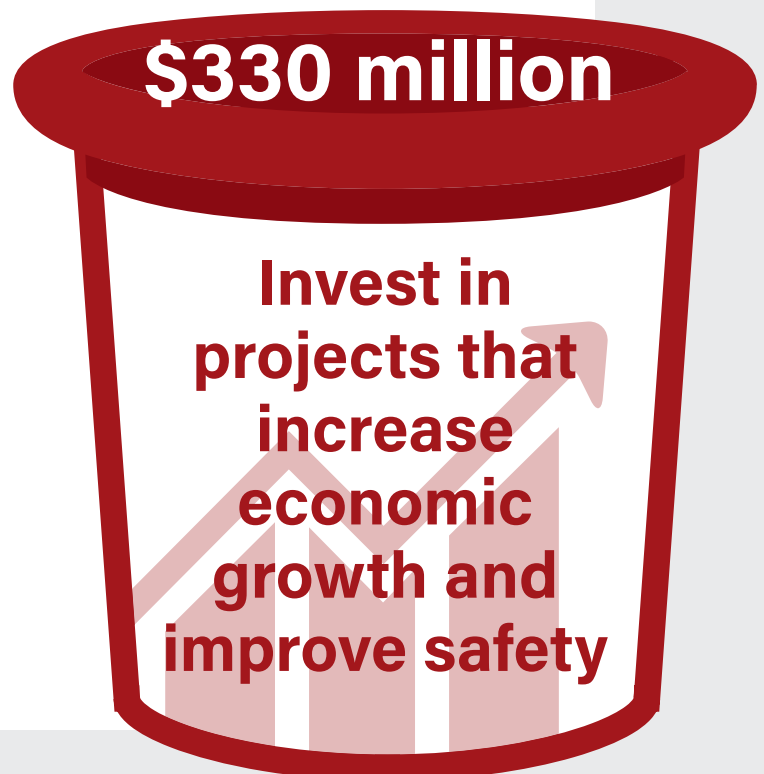


Improve road and bridge conditions – Investing an additional \$310 million per year would enable all of MoDOT's districts to adequately maintain their existing system, begin driving down the state's number of poor bridges, improve the condition of the state's roads and stabilize the level of MoDOT's maintenance and operations efforts to keep pace with inflationary cost increases. **The required investment equates to an average of \$6.00 per month by each of the state's licensed drivers.**

In Summer 2025, Missouri regional planning partners assisted the department in prioritizing \$4.7 billion in road and bridge unfunded project needs in three tiers. The full unfunded needs listing is available at www.modot.org/unfundedneeds.

Invest in projects that increase economic growth and improve safety – These are the projects that local communities across the state are clamoring for but which are unaffordable in today's financial environment. Projects include new interchanges, adding shoulders with rumble stripes and adding lanes to the current system. In addition to congestion reduction and economic growth benefits, all of these projects would improve safety so fewer fatalities and serious injuries occur.

An additional investment of \$330 million per year would allow MoDOT to begin meeting those needs. MoDOT would work with its regional planning partners to ensure the highest priorities would be funded. **The required investment equates to an average of \$6.38 per month by each of the state's licensed drivers.**

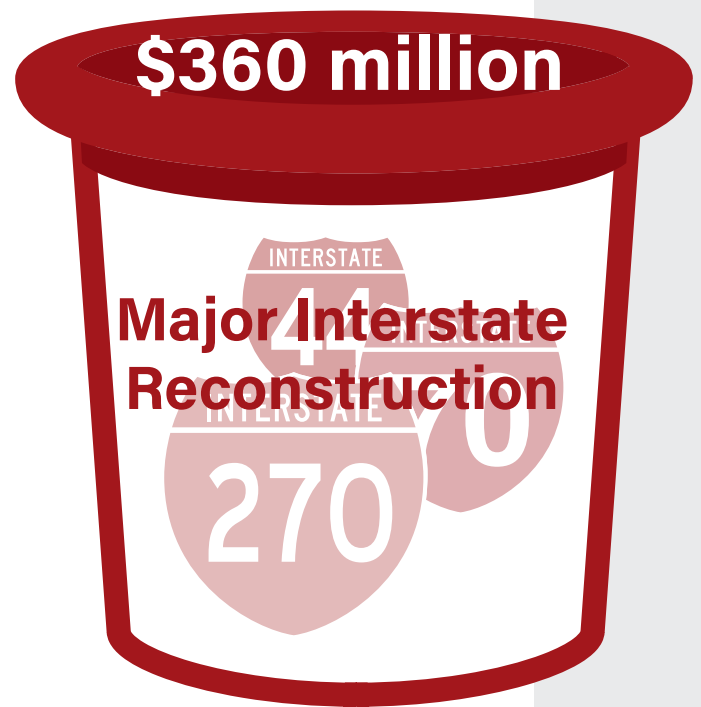


High-Priority Unfunded TRANSPORTATION NEEDS

Major interstate highway reconstruction – The nation's interstate system is now 65 years old, and Missouri's interstates were built with a 20-year life expectancy. They need attention. The poster child for Missouri's interstate needs is Interstate 70 – the nation's oldest interstate. MoDOT has known for years that it needs to be reconstructed with added capacity to reliably handle mounting levels of traffic, especially long-haul trucks. The recent General Revenue investment is addressing 200 miles of I-70.

The state's other five interstates will also be facing improvement/preservation needs in the coming years. An additional \$360 million per year would allow MoDOT to begin tackling this long overdue improvement. **The required investment equates to an average of \$6.96 per month by each of the state's licensed drivers.**

Many Missourians depend on non-highway modes of transportation; however, the state currently invests very little money toward those needs.



Please visit www.modot.org/pps for a list of specific unfunded needs for each region of the state.

\$100 million

**Improve
Multimodal
Transportation
Options**

**Improve multimodal
transportation options –**

Missouri's transit systems, railroads, ports, waterways, airports and bicycle/pedestrian facilities could begin to see much needed improvements with an annual investment of \$100 million. MoDOT would work with the owners and stakeholders of these transportation systems, along with our regional planning partners, to identify and fund the highest priority needs. **The required**

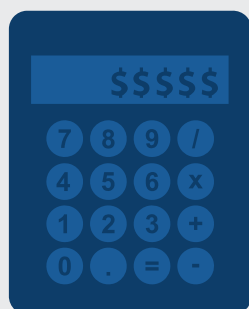
investment equates to an average of \$1.93 per month by each of the state's licensed drivers.



CITIZEN'S GUIDE TO TRANSPORTATION FUNDING IN MISSOURI

In summary, Missourians enjoy access to a large transportation system that keeps us connected. Maintaining and improving the transportation system is expensive but is a worthwhile investment. The average Missouri driver contributes about \$37 per month to fund their access to the transportation system and the services MoDOT provides.

Incremental increases in funding for improving road and bridge conditions, investing in projects that increase economic growth and safety, reconstructing major interstates and improving multimodal transportation options can offset the \$546 of hidden costs drivers are paying each month due to congestion, rough roads and traffic crashes.

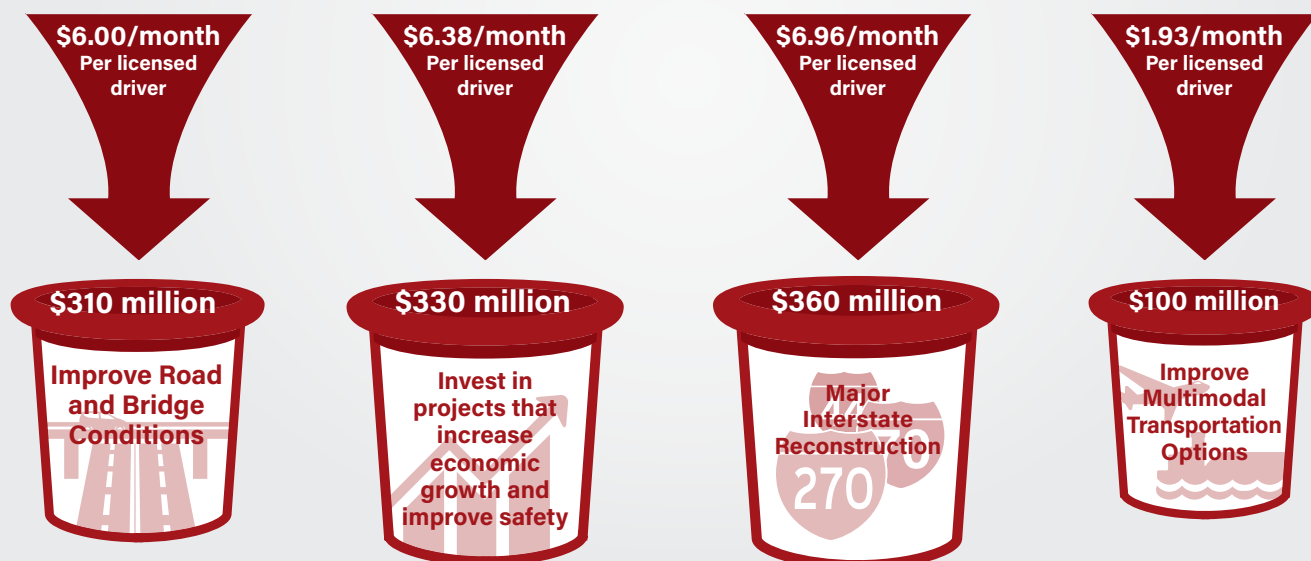


MONTHLY COSTS OF ADDITIONAL BENEFITS

The average driver in Missouri pays \$37 per month in federal and state taxes/fees to support Missouri's system of roads and bridges.

Based on 13,662 miles driven per year at 22.6 mpg, plus the average motor vehicle sales tax per driver.

Additional Investments Needed to Improve Missouri's Transportation System





Missouri Department of Transportation
1-888-ASK-MoDOT
modot.org

